

SECRET

DDI-671-72

25 February 1972

MEMORANDUM FOR: Members of the Human Resources Study Group
and the Working Committee on the Youth
Study

SUBJECT : Report of the Working Committee

25X1A

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1. Working against the deadline imposed by our commitment to report to [REDACTED] on the Youth Study prior to his retirement, a report based on the extensive efforts of the Working Committee has been prepared and was presented to the DDS for forwarding to [REDACTED] on 18 February. A copy of this report is attached.

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2. While the report is conclusive as to its findings, action implications and recommended future directions are only lightly touched upon, for the simple reason that these matters merit considerable deliberation and discussion by both the Working Committee, who have had scant opportunity to do so, and the Study Group as a whole, who have had none at all. No further distribution of the present report is appropriate until these steps have been taken. Mr. Coffey has returned to us the copy provided "Eyes Only" to [REDACTED], who expressed his appreciation for this special effort to provide him some feedback prior to his departure.

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3. After each of you has had an opportunity to study this report, I plan to call a meeting of the Study Group and the Working Committee to solicit your reactions and plan further action.

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Chairman, Human Resources Study Group

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Report of the Working Committee

FROM:

[REDACTED], Chairman
706 CofC

EXTENSION

3250

NO.

DATE

25 Feb 72

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.

[REDACTED]
6G35
Headquarters

28 Feb

1 March

[REDACTED]

2.

25X1A

25X1A

3.

[REDACTED]

1 March

2 March

[REDACTED]

4.

5.

MR. RICHARD LEHMAN

2 March

2 March

RL

6.

ADDI

7.

MR. EDWARD PROCTOR

3 March

[REDACTED]

8.

file: Human Resources Group

9.

10.

11.

12.

13.

14.

15.

Attached are preliminary findings of the Human Resources Study Group, rushed into print in order to inform [REDACTED] before his retirement. The memo was done by the Psychological Services Staff, and though I did not have an opportunity to advise and consent in the manner we in the DDI are accustomed to, I agree with what is said. It is incomplete, however, (based on the first 10 of 24 interviews that have now been completed with junior officers in the DDI) and does not make any recommendations.

I am not surprised with what PSS considers the principal finding--that there is no significant generation gap in CIA--or with the large number of complaints from interviewees about the lack of career development opportunities, poor management, and insufficient downward and lateral communications. I am impressed, however, with the extent of dissatisfaction with the Agency's machinery for handling complaints and grievance with the lack of commitment to CIA among many young officers, and with other general and specific accusations heard during the interviews.

Within the next couple of weeks, I plan to provide you with a detailed memo discussing all of the impressions I acquired during this exercise, as well as copies of the memos of conversation prepared after each of the confidential interviews

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A REPORT ON AGENCY YOUNG PROFESSIONALS
PREPARED BY A WORKING COMMITTEE OF
THE HUMAN RESOURCES STUDY GROUP

25X1A



Chairman

- DDS&T
- DDP
- DDI
- DDS

February 1972

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BACKGROUND

Over the past year we have witnessed unprecedented speculation in the Agency, particularly at senior levels, over the possibility of a "youth" or "generation" problem. In response to this concern, an ad hoc committee of the Human Resources Study Group* undertook, at the request of the Executive Director-Comptroller, a study of young professionals in the Agency. This report summarizes and discusses the basic findings of the committee and draws some conclusions on the question, "Is there a youth problem?" The Study Group intends to review the findings further and consider specific research and action implications.

PROCEDURE

For purposes of the study, "youth" were defined as employees in Grades 9 through 12, between ages 25 and 35, and with at least two years of Agency service. These criteria were chosen because they seemed to encompass junior officers most closely identified with a "new and different" point of view. From this population a representative sample of 40 officers, 10 per Directorate representing 31 different offices and divisions, was interviewed. The interviews lasted approximately 1.5 hours and followed a semi-structured format (see Appendices

* Human Resources Study Group

- organized by D/MS at the direction of the DDS in October 1970
- charged with the task of studying needs and recommending research in the human resources area. Composed of representatives of OMS, OP, OS, OTR, chaired by C/PSS/OMS, and augmented for purposes of this study by a representative of each Deputy Director.

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for actual format used). Interviewees were given the rationale for the survey and the Human Resources Study Group's role in it. To provide additional perspective, a sample of 18 managers, average grade GS-14 and average tenure 15 years, was interviewed with the same format. While specific views of the managers are not described in this report, they were weighed in our assessment of the views of the young officers. Respondents were most cooperative and showed considerable interest in the survey.

CONCLUSIONS

Our survey of young officers has led us to the general conclusion that this segment of Agency personnel does not hold views which set it apart from older and higher graded officers. Moreover, most of the managers interviewed did not perceive a generation gap between themselves and young officers. In fact, one is impressed with the similarity in both the priority and strength of the specific concerns articulated by the present sample and those articulated by 550 middle-level officers surveyed two years ago in the IG Attitude Study (A Survey of Job-Related Attitudes of Five- and Ten-Year Agency Employees, January, 1970).

We found little evidence for an erosion in professional and career achievement motivation among young officers. To the extent that greater drives toward self-actualization and greater commitment to alleviating domestic ills exist among this group, they do not appear to conflict with Agency employment. The young officers typically had no doubts about the meaning and relevance of their Agency employment and did not question the value of the

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Agency's contribution to American society. Most liked their jobs, and while finding much to criticize in their immediate situations, most gave the Agency high marks for the way it is run. The issues most frequently raised were far more personalized and may be expressed by such phrases as lack of career planning, headroom, promotions, desirable headquarters and overseas assignments, being kept informed, and getting someone to take an interest in their futures.

In the view of the above, additional Agency-wide surveying restricted to the age/grade grouping interviewed here appears to be unnecessary.

RESULTS AND DISCUSSION

The concerns of youth popularized in the media did not surface in the present survey. What concerned these officers most in the job environment is discussed in the following paragraphs. Appendices A through D, prepared by the four Directorate representatives, are summaries of the interviews held within each Directorate. They bring into focus the different emphases across Directorates.

Career Development and Personnel Management

The present survey found career development and personnel management responsible for the greatest amount of dissatisfaction within the Agency, a finding also obtained in the IG survey referenced above. Young officers faulted the Agency for its lack of an effective career development program. Prevailing sentiments included: you have to foster your own career; there

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is no one watching out for you; and there is no one to whom you can turn for counseling and guidance on such basics as how to pursue careers, how to locate good jobs, what constitutes a normal career progression pattern and where you fit. At the very least, these young officers advocated more candor from management concerning career and promotion matters.

Other suggestions in the career development area included a desire for programmed rotational assignments, wide dissemination of job vacancy information, creation of the role of ombudsman for personnel management matters with access to the highest levels, and a system for changing jobs within the Agency without jeopardizing job security.

Communication

Respondents frequently criticized communication in the Agency. They pointed not so much to a lack of substantive communication required to get their job done as to a lack of communication of developments, thinking, and events at organizational levels above and parallel to their own. Being in the "know", having a feel for what's going on upstairs, and where things are moving, apparently has considerable value for fostering and sustaining a sense of belonging and commitment in these young officers. Most felt that the informal communications network is what really counts and that one's personal contacts and force of personality are the major determinants of success. No doubt the less aggressive and more bureaucratically naive officers, when criticizing the inadequacy of communications, were responding to the difficulty experienced in establishing

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the all-important set of informal personal contacts.

Promotion Policy and Prospects

Most respondents were satisfied with their own promotions to date but viewed the prospects of future advancement with pessimism. For some the theme of promotion was the most salient issue of all, and ^{underlay} underlied nearly all expressions of concern over career development, supervision, and long range job commitment. The feeling was expressed that promotion policy was a matter of "mystery". Others thought that it consisted of unfair restraints and hurdles, such as fixed time in-grade, a set pattern of job experiences matching those of incumbents, academic degrees rather than demonstrated ability, and non-competitive promotions within career services.

Supervision

A consistent although by no means unanimous picture emerged on the issue of supervision. Respondents tended to be particularly critical of their immediate supervision. Their criticism very often indicted the system by which managers are initially selected rather than the manager per se. The respondents strongly criticized the practice of making good analysts, technicians, case officers and specialists into supervisors without evaluating their supervisory talents and potential. The interviewees asserted that the good supervisor should possess human relations skills and that these were not necessarily correlated with substantive ability. Respondents stressed the need for greater exposure of managers to management training courses. A sizeable

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minority either did not comment on the quality of their supervision or commented favorably on it.

Agency Mission and Public Image

Interviewees were asked for their views regarding the Agency's public image. They generally responded that the Agency appeared to have an unfavorable image but did not regard this as a problem. Some young officers even felt that the Agency was overly sensitive to the question of image and indicated they would consider any large scale public relations efforts to be inappropriate. These respondents did not appear to be inhibited either on or off the job by the Agency's image.

On the question of the Agency's mission, goals, and objectives, a clear consensus emerged. The interviewees, almost without exception, regarded the goals and objectives of the Agency reasonable in the context of U.S. national security needs. Even where the interviewee claimed limited knowledge of the scope of the Agency's activities and mission or where he assumed the worst he had heard about the Agency to be true ("CIA uses torture and assassination") the issue was not a matter of particular concern. Many indicated that they would welcome enlightenment on the Agency generally since their outlook now did not extend beyond their immediate office.

Additional Themes

Themes receiving less mention than those presented above, but ones which were judged to be of potential significance are listed below:

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- 1) Very rarely did the interviewees complain of excessive workload, but some did claim chronic under-employment. A few complained that components sought over-qualified, over-educated employees primarily for prestige reasons.
- 2) Some junior officers expressed strong concern over the lack of policy statements from the White House and the State Department to guide their operational activities. In the absense of such guidance they found themselves and their seniors filling the policy vacuum, while questioning the appropriateness of this.
- 3) Discrimination against women in matters of career development and promotion was cited by some of the young women interviewed.
- 4) A source of disillusionment of some young professionals was the incongruity between what they had been led to expect on the job from both training and personnel officers and what they actually found. They faulted those who portrayed the work and work setting in an overly idealized manner.
- 5) In two instances analysts felt pressured to produce intelligence consonant with a pre-determined point of view. This compromise of professional integrity was severely resented.
- 6) Some analysts claimed that they often received no feedback on the value of their efforts either to the Intelligence Community or to the policy-makers. However,

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the majority felt that they had received adequate recognition for their efforts.

- 7) A few interviewees criticized the inadequacy of channels for handling grievances and complaints discreetly.

ISSUES AND IMPLICATIONS

Any additional investigation of the issues identified in this study should be conducted at the Directorate level and if possible at lower organizational levels as well. There the results could be dealt with more constructively and directly. Such systematic surveying should not be restricted to any one age or grade range but should include entire work groups and involve line management directly. As indicated earlier, the Human Resources Study Group will be considering other research needs and implications for possible action suggested by the findings.

Some of the respondents (ages 25-35) did not consider themselves "youth" and believed that there were significant differences in both values and outlook between themselves and Agency employees in their early 20's. We have no information on whether the youngest professional segment of the Agency population does indeed represent a different point of view. A study similar to the present one might well be undertaken to provide further information about this group.

The respondents were not routinely asked whether they planned to leave the Agency for other employment. A few, however, did indicate a desire for different employment. When specifically

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asked, a few more confided that they would probably leave when the job market improved. Overall, it does not appear that there will be significant personnel losses from this segment of the Agency population when outside prospects brighten. There remains, however, the important question of the quality of those who are leaving. We would like to see research undertaken to determine the validity of the frequent claim that we are losing our best people. Follow-up interviews with those who have left the Agency might provide valuable new perspectives on why people leave.

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APPENDIX A

DDI COMPOSITE INTERVIEW RESULTS

Based on interviews with 10 DDI professionals, average age, 29, average grade, GS-11, all located at Headquarters Building.

- I. Invite Young Officer interviewee to comment on his job, his career, and the Agency generally. Record key points made in spaces provided under II.
- II. Secure a response to the following topical areas if they have not been adequately covered as a result of I above.

1. PRESENT JOB
 - Interesting, Meaningful?
 - Recognition received

The work is interesting and meaningful, sometimes challenging. There is not always enough to do, but this is usually a result of poor allocation of resources in the branch. The amount of recognition received varies widely, but there is a cluster on the lower end of the scale--too little recognition. Most have had more than one assignment and sought the job they now hold. In most cases they are more pleased where they are now.

2. AGENCY MISSION
 - Ability to identify with and be committed to Agency goals and objectives

This stimulated very little response. Most are not concerned about CIA's missions and some professed not even to understand the missions. A minority singled out certain clandestine operations for mild criticism, but none made a strong point of any of this.

3. AGENCY IMAGE

This did not stimulate much response either. The image problem seems to be a non-issue to the DDI youth sample. One or two said that their friends and associates ridicule them for working here; most are blithely unconcerned.

4. PROMOTION POLICY & PROSPECTS;
GRADE, SALARY, BENEFITS

Promotions were central to much of the discussion throughout all of the interviews. Promotion prospects underlie nearly all talk about career development, management, etc. Many said they sought rotations or new assignments to move to a higher slot or to get into a spot where they could start fresh. Benefits-familiarization trips, training, etc. -- were discussed favorably. No one complained of too few benefits.

5. WORKING CONDITIONS

This won little response. Nearly everyone -- once prompted -- thought of some minor irritant in his immediate work environment, but all made it clear that these were minor complaints indeed. None thought that poor work conditions existed, none suggested that morale was affected by this, and some even went to the other extreme, to suggest that conditions are really quite excellent and that we should be grateful.

6. SUPERVISION (IMMEDIATE)

- Treatment by and
Competence of Supervisor

This is the busiest category. Branch chiefs particularly were criticized individually for a great variety of shortcomings, and the role of the branch chief was criticized often. Many said that branch chiefs were simply in the way, that they had never had a good one, that supervisory skills were completely lacking. Virtually every other complaint grew out of this one. In the few cases when the branch chief was not the primary culprit, it was the division chief or someone else in the chain of command. Usually though, the immediate supervisor is the target.

7. COMMUNICATIONS

- Up-Down-Lateral
- Substantive - Non-Substantive

This was the second most active category. Communications are quite bad according to an overwhelming -- if not unanimous -- number. Both vertical and horizontal dialogue is poor. Management techniques and compartmentation are blamed. Junior officers complain most, however, about the lack of downward communication. They don't know what's going on elsewhere in CIA, or even in their own offices. They seldom learn about new developments; sometimes even personnel decisions and changes are not communicated to them.

8. CAREER DEVELOPMENT/Personnel Mgmt.

- Job Mobility
- Quality & Relevance of Trng.
- Performance Evaluation

This is also an active area. Most answered without hesitation, that there is no career development in CIA. That careers are made on personal levels, that there is considerable inequity in the system, and that much more should be done. Nearly everyone said that rotations to other jobs would be desirable, although a surprising number of them vacillated on this when pinned down about where and when they would like to rotate. The fitness report came in for some heavy but not uniform criticism. Most said they didn't know what other system would be better, but most felt it is too impersonal.

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9. WAY AGENCY IS RUN - BE SPECIFIC

This did not elicit much comment beyond what had already been said above. Most don't seem to know much at all about how Agency is run. Many said they don't even know the names of senior officials, and that top management is miles away from their own experience. Most said nevertheless, that they trust top management.

10. MISCELLANEOUS

I attempted to ask each interviewee about his level of commitment to an Agency career. Many do not have a real commitment, and are either looking for another job, for options outside of CIA, or are planning to begin looking soon. I asked some about their reactions to the Ellsberg/Anderson leaks. There was no clear-cut reaction; most had no opinion or were not affected.

III. Concluding Question:

- What do you see as the major concerns, problems, and issues facing young officers in the Agency today. (It would be most helpful to obtain some sort of listing and evaluative commentary from the interviewee in response to this broad question).

This became extraneous and redundant after all of the above had been covered. It did not elicit comment from any of the interviewees.

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APPENDIX B

DDP COMPOSITE INTERVIEW RESULTS

Based on interviews with 10 DDP professionals,
average age, 31, average grade, GS-11

- I. Invite Young Officer interviewee to comment on his job, his career, and the Agency generally. Record key points made in spaces provided under II.
- II. Secure a response to the following topical areas if they have not been adequately covered as a result of I above.
 1. PRESENT JOB
 - Interesting, Meaningful?
 - Recognition received

The young officers seem to find the jobs to which they are assigned interesting in the beginning, but this wanes as 1) they learn the ins and outs of their jobs, and are ready to move on to new challenges, and 2) as they begin to chafe at the amount of record-keeping they have to do. Recognition on the job is generally seen as adequate, although promotions are slow in coming. Yet the slowness of promotions does not seem to be as critical an issue to the young officers as working on a boring job, and above all, the delays in getting assignments overseas.

2. AGENCY MISSION
 - Ability to identify with and be committed to Agency goals and objectives

None of the officers had any difficulty identifying with, and being committed to, Agency goals and objectives. Those who have thought about it, generally have a positive attitude; a few haven't thought about it, either through lack of intellectual curiosity or because of compartmentation in their work. A few have questioned the haphazard way in which "U.S. Government policy" is formulated when, from where they sit, it seems that is is enunciated by a relatively junior DDP officer who is filling a gap which the White House or the Department of State should fill.

3. AGENCY IMAGE

By and large, the young officers do not care that the Agency has a bad image outside (although they would naturally wish the image were better), since they themselves are convinced of the value and validity of what the Agency is trying to accomplish. Criticism is something to be expected in a free society.

4. PROMOTION POLICY & PROSPECTS;
GRADE, SALARY, BENEFITS

Generally, the young officers felt that promotions were lagging.

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- . Women, in particular, felt that they were being somewhat discriminated against. They felt at a particular disadvantage when competing with CT's, who, in turn, felt that once they left "the fold" of CT-dom, they were being overlooked. There were no comments about salary or benefits, other than an indication that these were acceptable. Of particular note is the frequency with which young officers mentioned the dishonesty, as many phrased it, with which personnel matters were handled, particularly as regards overseas assignments.

5. WORKING CONDITIONS

Not an issue with any of the officers. Generally acceptable, except where large numbers of people in large rooms prevent concentration and/or privacy.

6. SUPERVISION (IMMEDIATE)

- Treatment by and
Competence of Supervisor

Management, middle and top, came in for very severe castigation. While some supervisors are given points for substantive knowledge or area ability, most seem to be extremely poor on management aspects: 1) distribution of work, 2) guidance to young officers, 3) fitness reports, and 4) honesty in assignments. The selection of supervisors was seen as placing too much emphasis on operational competence and too little on managerial potential. Women felt a certain discrimination against them by their supervisors, in that some of the best cases, which they felt fully able to handle, were invariably given to the male junior officers, many of whom they were expected to train.

7. COMMUNICATIONS

- Up-Down-Lateral
- Substantive - Non-Substantive

It would seem that this is very much a function of the personality of the interviewee -- those with positive, aggressive personalities did not seem to have any commo problems in any direction. Those less aggressive had no problems talking to their supervisors, but several doubted they could get higher, moreover, they did not seem to want to.

8. CAREER DEVELOPMENT/Personnel Mgmt.

- Job Mobility
- Quality & Relevance of Trng.
- Performance Evaluation

It was striking the way nearly all -- youth and management samples alike -- answered in almost the same words concerning career development -- "There is none!" It was usually accompanied by a laugh. Those more aggressive youths had already learned that they had to make contacts if they wanted to talk their way

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overseas or into another, more choice, assignment. Those with less aggressive qualities, were resigned to long assignments in not so rewarding slots. Training was generally regarded as being good, especially language. Junior officers were not sufficiently concerned with, or aware of, practices of performance evaluation to comment on this, beyond the fitness report form.

9. WAY AGENCY IS RUN - BE SPECIFIC

Most were too new, and several had not ever thought about this, to offer much in the way of recommendations. They tended to revert to more personal issues, like assignments and promotions. However, those that did comment, felt that 1) the Agency was too conservative/traditionalist, and 2) it is too short-term oriented; it ought to give much more thought to the five- and ten-year projects, without expecting immediate short-term returns from them.

10. MISCELLANEOUS

No additional comments here.

III. Concluding Question:

- What do you see as the major concerns, problems, and issues facing young officers in the Agency today. (It would be most helpful to obtain some sort of listing and evaluative commentary from the interviewee in response to this broad question).

1. Promotions and overseas assignments. Both were prominent in the list of things that were slow in coming. They understood about ceilings and reductions, but they were still impatient. They had received Strong or better fitness reports, and they felt they deserved being rewarded. They knew that some were receiving promotions who had been longer in grade than they, but they still felt they were entitled to promotions too, and therefore they felt short-changed. This was not going to affect their overall attitude toward their job, but coupled with the promotion problem was the fact that they were not going overseas as fast as they had thought, or as fast as they had been promised 1) in training, and 2) when they got on the desk. To add insult to injury, they were being given uninteresting tedious jobs, the jobs no one else wanted on the desk. They were not benefitting from their assignments, they were actually losing their tradecraft by non-use, their intelligence was being insulted, and they were not able to make any meaningful contribution to the workings of the Agency. They were not only merely marking time, they were actually losing ground.

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2. The lack of concern, apparently, by management, for their careers, their opinions, the value of their potential effort. More systematic career counseling was sought.
3. For junior female officers, evidence of, and fear of future discrimination.

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DDS COMPOSITE INTERVIEW RESULTS

Based on interviews with 10 DDS professionals,
average age, 30, average grade, GS-11

- I. Invite interviewee to comment on his job, his career, and the Agency generally. Record key points made in the spaces provided under II.
- II. Secure a response to the following topical areas if they have not been adequately covered as a result of I above.

1. PRESENT JOB

- Interesting, Meaningful?
- Recognition received

Majority of interviewees were "specialists" - technically skilled in fields that narrow flexibility of career development. All seem pleased with specialty of choice - although in two instances, present job lacked challenge (too little work, poor supervision). Thus overall, sample suggests interesting jobs with adequate recognition.

2. AGENCY MISSION

- Ability to identify with
and be committed to Agency
goals and objectives

In no instance was this a problem. Interviewer in each case raised issue from both vantage points - own identity, and that of friends knowing what you do. But neither issue of mission nor image seemed to arouse reaction from anyone queried. Respondents not critically concerned with U.S. Foreign Policy formulation and execution or with world affairs in general. "Mission" often understood in the parochial sense of one's office mission.

3. AGENCY IMAGE

No problems whatsoever. See answer to question 2.

4. PROMOTION POLICY & PROSPECTS;
GRADE, SALARY, BENEFITS

Half of interviewees had progressed more rapidly up promotion ladder than even they had anticipated. All were content to date, but most anticipated problems a grade or two distant. Variety of concerns - "office hump" (policy of requiring period in grade regardless of slotting), top heavy grade structure of Agency overall, lack of career development schemes, artificial barrier of lack of college degree. But this fact did not seem to produce noticeable frustration or dissatisfaction with present status.

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5. WORKING CONDITIONS

Working conditions not deemed major area of concern. None saw theirs as insufferable, and most interviewees had rotated enough to take good and bad situations in stride.

6. SUPERVISION (IMMEDIATE)

- Treatment by and
Competence of Supervisor

In all but one instance, supervisor considered professionally competent. But competence as supervisor varied - from three who said their present supervisor was "best ever" to two describing supervisor as hard worker but unwilling or unable to delegate real responsibility. Some raise more philosophical question of whether Agency may miss boat by insisting often that promotions eventually depend upon supervisory/administrative positions when individuals with special skills would be much more effective sticking to exploiting these skills. (Does raise questions about developing more effective management training - although issue may be founded on other bases, such as supervisor's concern for own job security.)

7. COMMUNICATIONS

- Up-Down-Lateral
- Substantive - Non-Substantive

Most interviewees felt need for better communications. This was true both of those whose concept of "communications" was purely office-oriented (despite my proddings) and those considering broader intra-Agency commo. Concessions made to "need-to-know", and some cited that informal channels (via friends) gave effective overview. But - more common was concern over lack of management/professional commo and no staff meetings. Lack of overview summed up best by one who commented what an eye-opener the "Trends and Highlights" course had been.

8. CAREER DEVELOPMENT/Personnel Mgmt.

- Job Mobility
- Quality & Relevance of Trng.
- Performance Evaluation

Those who had had more than one job generally were pleased with their progression of jobs - each offering either more responsibility, or more variety and new skills. But in no case was there the suggestion of planned career development - similarly, good training or poor, the provision of training did not seem to follow a tailored program of career development. Appraisal of training itself real mixed bag. There was general accord that performance evaluation had been fair - reflecting positive view of immediate supervisors.

9. WAY AGENCY IS RUN - BE SPECIFIC

Interesting mix of reactions - from "top heavy" to "bureaucratic,"

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but better than most Government organizations," to "growing more responsive to the individual and less concentrated on 'mission.'" Those with most diverse experience in Agency seemed less bothered by "bureaucracy" - did note a paternalism that results in Agency keeping incompetents in responsible posts. None commented critically on compartmentation. Positive note was how many felt that Agency truly becoming more "people-conscious".

10. MISCELLANEOUS

General comments were usually amplifications on specific categories. One interesting suggestion - more precise retirement policy (by inference, at earlier age than present) would result in better career development with supervisors more willing to train those destined to succeed them. Too often, older professionals afraid to delegate responsibility or train juniors for fear that the junior might prove more competent. Rather loose retirement scheme puts little pressure on supervisors - many have job security reinforced by aforementioned paternalism.

III. Concluding Questions:

- What do you see as the major concerns, problems, and issues facing young officers in the Agency today.

First qualification should be note that few in "youth sample" saw selves as youth. Consequently several reflected on "today's youth" as being too spoiled and idealistic - thus problem for virtually any employer! From standpoint of what Agency should do - comments focused on communications. Young officer should be better oriented towards realistic image of Agency mission and his career expectations within that framework...in other words, bring young officer down to earth as quickly as possible. Then-maintain 2-way channels of communication between management and young professionals-a part of this should be efforts at meaningful career development planning.

TAB

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DDS&T COMPOSITE INTERVIEW RESULTS

Based on interviews with 10 DDS&T professionals,
average age, 29, average grade, GS-11

- I. Invite Young Officer interviewee to comment on his job, his career, and the Agency generally.
- II. Secure a response to the following topical areas if they have not been adequately covered as a result of I above.

1. PRESENT JOB
 - Interesting, Meaningful?
 - Recognition received

With a few notable exceptions, the interviewees were generally satisfied with their current assignments and achievements. However, several indicated at least some apprehension about the future and expressed an interest in moving on to some other type of job in the Agency.

2. AGENCY MISSION
 - Ability to identify with and be committed to Agency goals and objectives

None of the interviewees indicated any serious inability to reconcile themselves to the goals and objectives of the Agency. Most readily admitted, however, that they were generally unfamiliar with the activities of other components of the Agency outside of DDS&T, specifically with that of the DDP. Nearly all indicated a desire to be better informed in such matters.

3. AGENCY IMAGE

The interviewees as a group thought that the general public had little knowledge of or interest in the Agency and its activities. Those people who think about this subject generally look upon the Agency as spending almost all of its time in espionage activities of the type publicized in novels and the movies. A few of the interviewees felt that the Agency should undertake a well-planned publicity campaign to improve its overall image, but others thought that the less said the better in this area.

4. PROMOTION POLICY & PROSPECTS;
GRADE, SALARY, BENEFITS

The interviewees typically expressed considerable concern over their own prospects for promotion and were generally pessimistic over prospects in this regard due to lack of headroom, proposed reorganizations and personnel cutbacks, etc. Most indicated little knowledge about their office promotion policies and felt that such information should be made freely available to employees.

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5. WORKING CONDITIONS

None of the interviewees expressed any real dissatisfaction with physical working conditions in their areas and generally felt that these were quite good by government standards.

6. SUPERVISION (IMMEDIATE)

- Treatment by and
- Competence of Supervisor

This topic elicited the most verbal and detailed response from the group of interviewees. For the most part, they felt that there were some very serious deficiencies in the way first-line supervisors are selected within the DDS&T. The most common criticism was the charge that supervisors are selected almost exclusively on the basis of their technical competence, with little or no regard given to their potential for handling personnel and organizational problems effectively. Several interviewees strongly recommended that highly capable specialists with no managerial potential be promoted to super grade levels and be allowed to concentrate on their substantive specialties.

7. COMMUNICATIONS

- Up-Down-Lateral
- Substantive- Non-Substantive

A typical response to this question was that the generally poor managerial situation in their office had led to a very definite communications gap between employees and their immediate supervisors as well as between different levels of management.

8. CAREER DEVELOPMENT/Personnel Mgmt.

- Job Mobility
- Quality & Relevance of Trng.
- Performance Evaluation

The interviewees were nearly unanimous in their view that there was no real attempt within DDS&T to establish a career development program. The question of job mobility came in for a significant amount of criticism and it was repeatedly stated that little opportunity existed for an individual to determine what positions were open in the directorate and elsewhere in the Agency. Indeed, several interviewees felt that any attempt on the part of an individual to seek opportunities elsewhere was done at the risk of ruining his career. Most felt that the fitness report system in use was a reasonable way to evaluate performance but that many supervisors did not use it as intended and often tended to over-rate people.

9. WAY AGENCY IS RUN

It was quite difficult to elicit specific responses to this question. Most of the interviewees preferred to limit their comments to their own elements and to the problems already discussed. It is difficult to arrive at any firm or conclusive impressions concerning the

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management of DDS&T components due to the small samples involved, but it should be noted that management practices of some specific offices were severely criticized.

10. MISCELLANEOUS

No additional comments here.

III. Concluding Question:

- What do you see as the major concerns, problems, and issues facing young officers in the Agency today. (It would be most helpful to obtain some sort of listing and evaluative commentary from the interviewee in response to this broad question.)

Almost all of the interviewees felt that young officers such as themselves had no unique problems or viewpoints which differentiated them significantly from other employees of the Agency. A majority of them did indicate, however, that the young people now entering the Agency, particularly those recently graduated from universities and graduate schools, might indeed have a considerably different outlook on life than themselves. In this latter regard, the typical response was that these "young people" might be difficult to control and would probably be quite unwilling to accept the "established" way of doing things in the Agency.

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